




# A3 Problem Solving April 2015

Use this report when solving a problem or concern (\$1200 or more in value, 104 or more hours of increased capacity)  
Use the Process Review Report to identify waste and update processes

<b>Department, Division, Functional Work Unit</b>	Utilities								
<b>CONCERN/PROBLEM</b>	Identify a more cost effective way of providing services to the Water Treatment Plant and lab work at the Wastewater Treatment Plant								
<b>Date</b>	This report was prepared on April 21, 2015 to report the results of a staffing change that was initiated in March of 2014.								
<b>Originator(s)</b>	Martha Tasker, Kurt Williams/David Lady								
<b>Team Members</b>	Martha Tasker, Kurt Williams/David Lady								
<b>DESCRIBE</b> <i>Describe the current situation in detail; include flowchart and Excel charts as needed</i>	<p>The manpower needs of the Utilities Department changed over time and with 3 vacant positions provided an opportunity to re-evaluate staffing needs</p> <p>The vacant positions included:</p> <ul style="list-style-type: none"> <li>Wastewater Treatment Plant Laboratory Technician (Grade K; salary range \$29,931 - \$47,778)</li> <li>Wastewater Treatment Plant Operator II (Grade K – Salary Range - \$29,931 - \$47,778)</li> <li>Water Plant Operator I (Grade I - \$27,165 - \$43,368)</li> </ul> <div style="text-align: center;"> <h3>Annual Salaries of Vacated Positions</h3> <table border="1"> <caption>Annual Salaries of Vacated Positions</caption> <thead> <tr> <th>Position</th> <th>Annual Salary</th> </tr> </thead> <tbody> <tr> <td>Lab Tech</td> <td>\$46,612</td> </tr> <tr> <td>Plant Operator II</td> <td>\$42,972</td> </tr> <tr> <td>Plant Operator I</td> <td>\$27,165</td> </tr> </tbody> </table> </div> <p>Total costs of salaries for the above positions (plus benefits of \$12,879 for the Lab Tech position which wasn't replaced) = \$129,628</p>	Position	Annual Salary	Lab Tech	\$46,612	Plant Operator II	\$42,972	Plant Operator I	\$27,165
Position	Annual Salary								
Lab Tech	\$46,612								
Plant Operator II	\$42,972								
Plant Operator I	\$27,165								
<b>ANALYZE</b> <i>Identify Root Cause(s); include additional data or charts as needed</i>	<p>The 3 vacated positions were eliminated and replaced by the following positions:</p> <p>Two new positions:</p> <ul style="list-style-type: none"> <li>Plant Operations Controls System Technician (Grade K – salary range \$29,931 - \$47,778; currently vacant)</li> </ul>								

	<ul style="list-style-type: none"> <li>Utility Division Engineering Technician II (Grade L – salary range \$31,366 - \$50,066; actual hire was \$39,520)</li> </ul> <p>One revised position:</p> <ul style="list-style-type: none"> <li>Water Treatment Plant Laboratory Technician was changed to include Relief Operator II duties</li> </ul> <p>Lab work for the Wastewater Treatment Plan was contracted out to private companies:</p> <ul style="list-style-type: none"> <li>The total contracted lab work for 2014 was \$31,984</li> </ul> <div data-bbox="573 438 1421 846" data-label="Figure"> <p style="text-align: center;"><b>Annual Salaries/Costs of Change</b></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Eng Tech II</td> <td>\$39,520</td> </tr> <tr> <td>Contract Lab</td> <td>\$31,984</td> </tr> <tr> <td>Controls System Tech</td> <td>\$29,931</td> </tr> </tbody> </table> </div> <p>Total costs/salaries for the above planned new positions = \$101,435; a Controls System Tech was hired, but later resigned to pursue other opportunities. This position is currently vacant.</p>	Category	Amount	Eng Tech II	\$39,520	Contract Lab	\$31,984	Controls System Tech	\$29,931
Category	Amount								
Eng Tech II	\$39,520								
Contract Lab	\$31,984								
Controls System Tech	\$29,931								
<p style="text-align: center;"><b>IMPROVE</b></p> <p style="text-align: center;"><i>Identify improvements that can be made that will prevent this problem from happening again</i></p>	<p>Based upon planned reduction in salary costs (\$15,314) and the elimination of benefits for the lab technician (\$12,879), the City is saving \$28,193 annually by making this change. Because the Controls System Technician is vacant the actual savings is much higher, although these savings are not included in this document. The savings projected will gradually decline after both positions are filled and as salaries and costs rise year to year.</p>								
<b>Labor and Cost Savings</b>									
	<p><u>Annual Dollar Savings:</u></p> <ul style="list-style-type: none"> <li>Former annual Costs (\$129,931) minus after annual costs (\$101,435) = an annual net savings of \$28,193</li> </ul>								
	<p><u>Annual hours of increased capacity:</u> NONE</p>								
	<p><u>Use bullet points to identify customer service or employee benefits:</u></p> <ul style="list-style-type: none"> <li>NA</li> </ul>								
<p style="text-align: center;"><b>IMPLEMENT</b></p> <p style="text-align: center;"><i>Use PDCA/PDSA cycle to develop an action plan</i></p>	<p>This project was initiated in March of 2014, and this review confirms that the changes made actually are reducing costs.</p>								
<b>Attachments</b>	<p>(include current and proposed process documentation forms, or before and after photos, or other before and after descriptions as appropriate)</p>								
	<b>Approval Process</b>								
<b>Director's Approval</b>	<p>Instructions: Approval authority is delegated to each Director for all recommendations that results in \$15,000 or less in annual savings, or 250 hours or less of annual increased capacity.</p> <p><u>Date:</u> April 22, 2015</p> <p><u>Name:</u> Martha Tasker</p>								

	<u>Approved/Denied:</u> <u>Comments:</u>
<b>Process Improvement Director's Approval</b>	<u>Date:</u> April 22, 2015 <u>Approved/Denied:</u> <u>Comments:</u> This A3 Report documents the results of a significant change initiated in 2014, but which has now been evaluated and confirmed in 2015. When the Control Systems Tech position is filled again, any needed adjustments will be made to the net savings projected.
<b>City Manager's Approval</b>	Instructions: Final sign off for all recommendations that exceed \$15,000 in annual savings, or 250 hours of annual increased functional capacity is by the City Manager, who also signs off on any plans to convert hours to budgetary savings. The CMO Executive Assistant converts the approved form into a pdf file that is saved on the P drive and in Laserfiche. <u>Date:</u> 4/23/15 <u>Approved/Denied:</u>  <u>Comments:</u>